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ABSTRACT

This document identifies steps in organizing and conducting a community survey and provides materials for assembling a well-focused survey form. Planning and conducting a successful survey involves the organization of a planning group, selection of relevant topics and information to be collected on each topic, preparation of a survey form, identification of local organizations willing to conduct the survey, tabulation of survey responses, report preparation, and communication of survey results to the community. Appendix A provides a case study example of a community needs and priorities assessment developed and carried out by citizens in a fictional community in Nebraska. It includes a brief synopsis of the situation in this community and describes community leaders who decided to take action when the future of the community was threatened. Appendix B includes examples of cover letter and cover pages and information on customizing a community needs assessment. Appendix C (Customizing A Needs Assessment) includes survey topics and statements related to community appearance; public buildings; public parks and green areas; streets, sidewalks, signs, and lighting; community utilities and services; health care personnel, programs, and services; housing; expanding the local economic base; community outdoor and indoor recreation; self-development opportunities; tourism development; and small-scale entrepreneurship. This section also includes blank forms for constructing a community survey. (LP)

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ED 389 485

Surveying Community Needs and Priorities

A Community Needs Assessment Tool Kit

by

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Surveying Community Needs and Priorities:

The Nuts and Bolts

In any given year many community surveys are carried out. Most generate information on locally important topics, problems, and issues. When well-designed and appropriately carried out, a community survey provides authentic and timely information that's not available from any other source.

Authentic and timely information can be an important stimulus for local problem solving. It often provides a mandate for decision makers who must make difficult choices. Almost always, residents' perceptions of community situations and concerns as reported through a carefully focused and well-conducted community survey, are important data and help decision makers plan community improvements and/or resolve community issues.

Valid community surveys require relatively large investments of residents' time and resources. The nature of the survey form, the approach used in conducting the survey, and the data tabulation and reporting methods are principal determinants of the validity of survey findings. It's very important that the survey form be carefully focused and that good procedures be followed by those who conduct the survey.

This document will help you assess community needs and priorities. It identifies the steps to be followed in organizing and conducting a community survey, and provides materials you can use in assembling a well-focused survey form. In short, this kit gives you the tools needed to conduct an effective community needs and priorities assessment.

If you have questions or need advice when preparing your survey form, contact your local Cooperative Extension office. Or, for advice and assistance, call Paul Gessaman, professor of agricultural economics at (402) 472-1748.

The Survey

Community surveys go by many names. Depending on the primary purpose of the survey, it may be called a "Needs Assessment," a "Housing Study," a "Development Capacity Assessment," an "Environmental Scan," or by some other name that carries local meaning. Regardless of the survey's name or the sponsors' goals, a successful community survey requires careful organization and focused effort. It's important that the survey be designed to generate responses containing the needed information and that the responses are compiled, analyzed, and effectively communicated. Planning and conducting a successful survey generally requires completion of these steps:

1. A planning group that's interested in conducting the community survey is organized.
2. In consultation with interested decision makers, the planning group selects topics to be included and the information to be collected on each topic.
3. A survey form is prepared by using this tool kit to develop a new survey form or by adapting a survey form that previously was used in the same or another community.

4. Local organizations or groups agree to take responsibility for conducting the survey. Organizations or groups that have conducted community surveys include: a local school or community college; a local government unit, agency or office; a local bank or other local business; a service club or other community organization; a group of local volunteers; or an outside-the-community agency or firm. Tasks to be completed are:

- Distributing survey forms to the intended respondents,
- Reminding recipients to return completed surveys,
- Collecting or receiving the completed survey forms,
- Other survey responsibilities requested by the planning group.

5. The planning group tabulates the survey responses and prepares a report. Sometimes the report contains only tables listing the number of responses in each category. However, a more complete report with response tables and narrative interpretations of the survey responses usually is more useful in conveying the findings to the community. Response frequency graphs also can be used with the narrative descriptions of survey responses.

6. The survey report and insights drawn from the response pattern(s) are reported to the community. This can be done by publishing the report in the local paper, by distributing a written report, or by presenting a verbal report to persons attending a public meeting. The effectiveness of the verbal report usually is greater if a written summary is made available to those who attend the community meeting.

Organization

A team of people sharing in the effort can help to move the survey activities ahead. It is best if persons in a number of community roles are active in planning and conducting a commu-

nity survey. Time and resource commitments can be kept at a reasonable level if the survey has a clear and limited focus.

It is only human to want to learn everything through a community survey. Typically, each topic and question that is suggested to be included in the survey is focused on an authentic interest of one or more persons. However, a survey that addresses many topics and contains many statements is likely to end up being ineffective because:

- the survey form becomes so long that many respondents do not complete it.
- the accuracy of the responses drops off rapidly because the time required to complete the survey is more than 10 to 12 minutes.
- data tabulations become so difficult and time consuming that they are not completed for weeks or months and by that time local interest has faded away.
- the volume of data tabulations becomes so large that interested persons are overwhelmed and cannot decide what to do with the data.

Following the suggested procedures and using the forms provided in this document will help you avoid these problems by:

- helping you to focus your efforts on a carefully targeted and relatively short survey.
- providing survey form originals and topic and statement listings from which you can select items appropriate to your survey form.
- including both needs and priorities assessments in one survey form. This helps you identify urgent and important needs, and also helps to separate priority items from "pie-in-the-sky" dreams and interests.
- allowing you to "customize" your survey so it fits local interests and information needs.

Customizing the Survey

This document provides you with an opportunity to customize your survey by providing a "laundry list" of topics and related statements from which you can select the topics and statements you want to use. Each statement is carefully worded for brevity, clarity and focus. After selecting topics and statements that address your interests and needs, you can add statements specific to your local situation and community interests.

For example, suppose your planning group decides that decision makers would benefit from knowing residents' needs and priorities for the management of community parks. One topic for your survey might be "Public Parks and Green Areas," a topic that appears in the topics and statements listings. When you read the statements listed under the "Public Parks and Green Areas" topic you know the swimming pool and bike path statements are not needed for your survey. You do not include them in the list of statements in your survey form.

At the same time, the planning group wants to gather opinions about the need to renovate the "Prairie Pioneer" statue that has been a park landmark for many years. The planning group writes one or more statements that a respondent can use to indicate his/her assessment of the need and level of priority given to renovating the statue. The statements are included in the statement list of your survey form.

Requesting Demographic and Financial Data

A ready-to-use page of demographic and financial questions is included with the topics and statements listing. *Use these questions in your community survey only if you have a clearly identified need for the responses.* These questions ask for confidential information — information that must be kept confidential to ensure that the respondents' privacy is protected. Be sure to ask for demographic and financial infor-

mation *only* when there is a definite need and suitable data are *not* available from other sources.

If circumstances require that you collect demographic and financial data from respondents —

for example, the community must have these data for a Community Development Block Grant or a housing grant application — be certain that the privacy of respondents is preserved when their responses are collected, tabulated, and reported. In doing so you will want to use procedures that protect the privacy of individuals, families, and any identifiable subgroups of respondents. Here are some ways of ensuring that the rights of respondents are protected and their privacy is maintained:

1. Design the survey form so it does not ask for information that will indicate or give clues about any respondent's identity.
2. Ensure that the survey forms are free of identifying characteristics that can be linked to any particular respondent, family unit, or subgroup of the potential respondents. (Avoid placing numbers or colored markings that give individual identity to each survey form or group of forms. Copy all forms on the same color and type of paper. Keep the order of topics, statements, and questions the same on all survey forms, etc.)
3. Be certain that all persons who receive the survey form know their participation in the survey is completely voluntary. (This means that they have the right not to respond to the survey and they have the right not to return a completed form to the survey sponsors.)

COMMUNITY NEEDS AND PRIORITIES SURVEY

Demographic and Related Information

1. Age _____

2. Sex _____

3. Race _____

4. Education _____

5. Income _____

6. Housing _____

7. Other _____

8. Other _____

9. Other _____

10. Other _____

11. Other _____

12. Other _____

13. Other _____

14. Other _____

15. Other _____

16. Other _____

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96. Other _____

97. Other _____

98. Other _____

99. Other _____

100. Other _____

4. When tabulating and reporting the survey responses, do so in ways that prevent identification of the responses of any individual, family, or other community subgroup.

Maintaining the privacy of respondents requires that each person involved in conducting the survey, and those who tabulate and report the responses, treat each individual's survey responses as completely confidential information.

Fine-Tuning the Survey Form

Before printing and distributing your survey form in the community, print a few copies and pretest them with a half-dozen people. In your pretest use a letter and cover page like the examples in Appendix C, and let the respondents use only that information as their instructions. (Do not coach them on how to respond to the survey.) By doing so you can pretest both the instructions and the survey form.

Ask each pretest respondent to individually complete the survey form. Then, discuss the form and the responses with each to determine whether the instructions and statements caused the respondents to focus on the needs, issues, or problems for which the sponsors wanted needs and priority assessment information. If the pretest indicates many or most respondents misunderstood some of the statements, reword or replace the problem statements. If needed, rewrite any portion of the instructions that caused misunderstandings. Pretest again with a different group of respondents.

When the pretest demonstrates that the instructions and survey form will generate the needed information, you are ready to print copies of the form and cover letter and to move ahead in conducting the survey.

Getting Started

No two communities are alike. Local history, the values of residents, the nature of groups and organizations in the community, and many other factors shape community characteristics. Ethnic

and cultural factors often influence the willingness of residents to respond to a community needs assessment survey. Whatever the nature of local conditions, a sense of humor, tolerance for other points of view, persistence, and patience are needed.

Start by talking with local leaders. Tell them what you want to do and ask their help in identifying five to seven persons who will plan, guide, and sponsor the needs and priorities assessment efforts. Bring the planning group together. Through discussion, generate answers to these important questions:

- What topics, problems, and issues presently are important to the community?
- What do residents want to know and need to know about each topic or issue?
- What approach is most likely to result in good participation, accurate responses, and rapid return of completed survey forms?
- Which individuals, organizations, and groups might be willing to help carry out the survey?
- How can the survey responses be tabulated and reported in no more than two or three weeks following the deadline for returning completed survey forms?
- What marketing approach will help to ensure that: 1) interested persons and groups will be involved in conducting the survey; 2) time, effort, and funds are available to support a successful survey; and 3) survey responses are rapidly tabulated and reported to all interested persons?

Have someone keep a formal or informal record of the discussion of these and other questions. The record will help the group to capture and use good ideas that emerge in the discussion, but are not developed at that time. Possibly you will want to name a secretary who will keep minutes of the meetings.

Determining Priority Topics

The survey form is the cornerstone of a successful needs and priorities assessment survey. It determines the content, nature, and amount of information generated by the survey. It is to your advantage to include only priority topics in your survey as *a short survey will improve the return rate, the accuracy, and the completeness of the responses.*

Even if your community has a real need for data on a relatively large number of topics, give serious consideration to having two or more short surveys held a few months apart. A series of short surveys usually will result in better data than you will get from a long survey. If you plan to have two or more short surveys, be sure to inform residents of your intention to do so before the first survey starts. Otherwise, you may get unhappy feedback from persons who are disappointed that their favorite topics were not included in the first survey and more of that feedback from those who say, "We've already done this!" when the second or later surveys are distributed.

When designing your short survey(s), include only topics and issues for which you have a clearly evident information need. Avoid including topics when the only reason for doing so is someone saying, "It would be nice to know . . ." By keeping the survey as short and simple as possible, your chances for success are increased.

At the meeting when you design the survey form use the listing of topics and statements in Appendix C of this document as a focal point for discussion. Quickly eliminate from consideration any topics that are not appropriate to the community. From the remaining topics, plus any others that the group agrees are priority concerns, select the three or four that the planning group believes are most important to community well-being. These become the topics addressed in your needs and priorities assessment.

Setting the Plan In Motion

Organized effort is vitally important to carrying out a successful survey. After the topics have been selected, the survey form must be prepared, pretested, copied, and distributed to residents. Completed survey forms must be gathered and the responses tabulated in a timely manner. Then, the findings are reported to the community as quickly as is feasible after the tabulations are completed. If possible, this should be accomplished within two weeks following the deadline for return of the completed survey forms.

Have the planning committee decide on the approach to be used in distributing and collecting the survey forms. This usually is a choice between having volunteers deliver and pick up the survey forms in a door-to-door effort vs. sending the forms out by mail or in the newspaper and asking that they be delivered to or mailed to the collection point. In most cases, door-to-door delivery and pick up will result in more complete responses and a higher return rate. However, it will require large amounts of volunteer time of youth and/or adults in the community.

Mail or newspaper delivery with a mail return will require less volunteer time but may result in a smaller number of surveys being returned, and the survey responses may be less complete. Appendix B contains a sample cover page and a sample cover letter for use in each of the two most frequently used approaches.

Decisions also are needed with respect to the approaches to be used in tabulating survey responses, preparing the report, and presenting the report to the community. When these approaches have been decided on, divide the tasks among planning committee members in keeping with their interests and available time.

As previously emphasized, a report of the survey responses should be presented to the community as soon as possible after the survey forms are distributed — preferably within two weeks of the deadline for return of the completed survey forms.

The Survey Materials:

Step-by-Step Assembly

The Survey Form and Tally Sheets

After you have selected the design for your needs and priorities assessment survey (the design is determined by the topics, problems, and issues to be examined), you are ready to start assembling the survey form and tally sheets. The materials you will need are included in Appendix C where you will find blank ORIGINALS for survey form pages, blank ORIGINALS for tally sheets, and several pages of topics and statements listings.

As the first step, make at least a half-dozen PHOTOCOPIES of a SURVEY FORM PAGE ORIGINAL and a half-dozen PHOTOCOPIES of a TALLY SHEET ORIGINAL. Also make at least two PHOTOCOPIES of the topics and statements listing for topics you will address in your community survey.

Examine the photocopies of the topics and statements listing and identify any duplicate statements. (Some statements appear under more than one topic heading.) If you find duplicate statements, decide on the topic heading under which you want these statements to appear. Then remove those statements where they appear under other topic headings. Also remove from both copies any statements that do not "fit" your community.

Add any needed statements (include reworded statements that don't "fit" your community situation) by typing them on white paper using a four-inch line. You will need two copies of each statement. If you use a computer and word pro-

cessing program, a Times Roman 12 point font will be very similar in appearance to the statements in Appendix C. Remember to print on white paper at least two copies of each statement written on the computer.

Work with the two PHOTOCOPIES of the topics and statements listing and the two copies of your list of added statements as you assemble the master copies of your survey form and tally sheets. Using a paper cutter or sharp scissors, cut out the topic headings and the statements to be included in your survey form. Take an identical sequence of topic headings and statements from each photocopy of the listing and from your list of added statements — you will need two copies of each.

"Paste up" pages of the master copy of your survey form using PHOTOCOPIES of the page originals. For each survey form page, also "paste up" a tally sheet master copy with identical topic headings and statements using PHOTOCOPIES of the tally sheet original. (NOTE: Cut out and attach one topic heading or one statement or group of statements at a time to ensure you do not lose items or attach them in the wrong order.) Generally, it works best to use transparent tape when attaching the topic headings and statements. Make very effort to assemble master copies that are *very neat*. The appearance of the survey form you distribute is determined by the neatness of the master copy. If disaster occurs in the form of a mistake or a messy master copy page, make more photocopies and try again.

When your master copies have been assembled, make a photocopy of each page. Look at

the photocopies very carefully to identify errors or defects. If you find a line is missing, use a ruler and black pencil or pen to draw it in. If shadows show at the edges of the statements make sure that they are tightly taped down. Use typewriter correction fluid to "white out" persistent shadow lines or type or printing marks that show on the photocopies. When you are satisfied with the quality of photocopies made from your master copy of the survey form, you are ready to run the copies for the pretest. Make changes as needed until the pretest indicates the survey form is ready to use. Then, you will be ready to make copies for your community survey.

Check the tally sheet copies to ensure they duplicate topics and statements in the after-pretest version of the survey form. Also check for defects and errors and remove any you find before running tally sheet copies as needed. If possible, run the tally sheet copies on a copy machine that will enlarge them to fit on 11" x 17" paper. Doing so will give you more space for tallying the responses to each statement.

The Cover Letter

The cover letter explains why the survey is being conducted and what is expected from the respondents. To prepare your cover letter, select the example letter from Appendix B that corresponds to the survey distribution and return procedures being used in your community. Retype the example letter adding the appropriate dates, times, and/or addresses.

"Good Life, Nebraska" Community Survey Example

Appendix A provides a hypothetical case example of a community needs and priorities assessment as carried out in the fictional community of Good Life, Nebraska. This hypothetical example demonstrates the process by which a group of community leaders can react to changing community circumstances and illustrates the design and use of a community needs and priori-

ties assessment survey. It demonstrates the use of this publication and its "tool kit" approach by sponsors of the fictional community's survey, and illustrates customizing the cover page and the cover letter so they are suitable for use in the community.

Summary

A well-planned and well-conducted community needs and priorities assessment will help to create awareness of local problems and issues, will stimulate discussion among decision makers and other citizens, and will help to start identification of desired outcomes. It also will support community improvement by increasing the information base for future decisions.

Planning, organizing, conducting, tabulating, and reporting a community needs and priorities assessment can be a major undertaking. However, it is a feasible undertaking when volunteers and community organizations contribute their time and skills to the survey effort. Keys to success include:

- A well-organized approach
- Broad-based community involvement
- Speedy tabulation and reporting of results

Surveying Community Needs and Priorities: A Community Needs Assessment Tool Kit should help you attain those qualities when you conduct your community survey. If you need assistance or advice when using these materials in your community, contact your local Cooperative Extension office and ask for assistance. Or, call Paul Gessaman, professor of agricultural economics, at (402) 472-1748 to discuss your plans for organizing and conducting a community needs and priorities assessment.

Appendix A

Customizing A Needs Assessment

The Good Life, Nebraska Example

Appendix A provides a case study type example of a community needs and priorities assessment developed and carried out by persons active in the life of the mythical community of Good Life, Nebraska. It includes a brief synopsis of the situation in Good Life and describes the group of community leaders who decided to take action when the future of the community was threatened. An example cover letter and cover page were developed from the materials in Appendix B and C to demonstrate how the materials can be customized for any community.

In a manner similar to that used in the example, you can use this packet to prepare a needs and priorities assessment for your community. It can focus on whatever topics are of particular importance to your community. Narrative for your cover letter and your survey form (including the survey cover sheet and instructions for completing the survey) can be developed directly from the sample pages found in Appendix B.

Background

The mythical village of Good Life, Nebraska and the actions of a committee with members from the Good Life community are described here as an example of the local activities and the documents required for a community Needs and Priorities Assessment. The Good Life community is typical of many small farming communities, and the committee members could be the concerned persons living in almost any small farming community. The example survey document was easily assembled using the information available in this publication. It demonstrates the nature of a short survey targeted on a few high priority community concerns. Please notice that the turn-around time for this example survey is very short — which is desirable and possible when the survey is relatively short and simple.

The Good Life Community

The mythical village of Good Life (population 660 persons at the time of the 1990 Census) is located about 20 miles from the county seat (1,800 population), and about 65 miles from a regional trade center with over 17,000 residents. For several decades the village had little change. Farm failures, rapidly declining business activity, and out-migration resulted in a population decline of 113 persons between the 1980 Census and the 1990 Census. Several businesses closed. Their buildings are empty today and the business district looks partly abandoned.

The village is surrounded by an attractive rural countryside with farms of modest size that produce grain, livestock, hay, and milk. Several dairies are located within a few miles of the village along the highway between Good Life and the regional trade center. Their milk goes by truck to a cheese factory, a haul of nearly 200 miles. Recent comments by a dairy owner indicate he is about to close down his dairy and retire. (No one has been both willing and finan-

cially able to purchase his dairy operation.) Other dairy owners are concerned. If one dairy closes, the cheese factory might stop hauling milk from the Good Life area. If milk hauling stops, all operating dairies are likely to go out of business.

If the dairies close, eight village residents who now are employed as milkers, farm laborers, or managers of these dairy operations will lose their jobs. The local feed dealer will have an immediate reduction in sales, and will let one employee go. Over the long-term the feed dealer may go out of business. People in and near Good Life are worried because they feel the already precarious future of the village would be further threatened by these changes.

While residents' social loyalties to the village are very strong, they are like most people in our society. If they have cars or can ride with friends, many of their dollars are spent in the county seat and regional trade center stores. If asked why, the replies often sound like this: "We were going anyway because . . . Or, 'prices are better there, so we did our shopping while we were there.'" This causes local stores a large loss of business.

Concerned over possible further decline, the café's coffee shop group that meets each morning decides it is time to "do something." They talk over the possibilities. No one knows what residents would like to have done. The village board president says, "Whatever we do, it can't raise taxes." The owners of local businesses say that they could provide a little support for a village activity *if* they knew the people wanted it. An informal committee of interested persons is named and given a charge: Find out what the people want. Members include: the village clerk, the grocery store owner, the bank president, the extension educator, a retired farmer and coffee group member for many years, and the convenience store owner (she has the only new store in town.)

The committee meets in late October and decides to use a needs assessment survey to reveal local needs and priorities. Each member has a favorite topic on which he or she wants

more information. However, they decide to *keep it simple* by focusing on local economic conditions. (The extension educator said it would take many hours to tally the responses if most residents completed and returned their surveys.)

Four topics were selected:

- The appearance of the village business district,
- Possibilities for expanding the local economic base,
- Conditions for small-scale entrepreneurs, and
- Community tourism. (One member of the coffee group has argued for years that the area and village are so attractive that they should "pull in" the tourists.)

They decide to distribute the surveys door-to-door because the Extension educator said it will increase participation and provide more accurate responses. They ask members of several local organizations to help distribute and pick up the survey forms, and set a deadline for themselves for reporting back to the community in five weeks. The following copy of their survey documents provides an example of a short and simple community needs and priorities assessment.

VILLAGE OF GOOD LIFE COMMITTEE

November 2, 1994

Dear Resident of Good Life:

The sponsors of this survey are helping to identify community needs and priorities. The survey will guide community improvement efforts and help community leaders as they make decisions important to the future well-being of our community and its people.

Survey sponsors are listed on the cover of the survey form. We would appreciate your help by completing the survey. *Your opinions are an important part of the survey responses.* As you complete the survey, please keep these ideas in mind:

- Read the cover page carefully *before* recording your responses on the survey form.
- Carefully read and respond to each statement before going on to the next one.
- For each statement, mark *one* response in *each* of the three groups of columns.

Please take care in marking your responses. *It's important that each mark be placed so its row and column are evident to the persons who will tabulate survey responses.*

Survey responses will be tabulated on or before December 2, 1994, and a report will be available very soon after that date. A report of the survey results will be made at a public meeting to be held on December 4, 1994 at the High School Auditorium in Good Life. We hope you will attend to take part in the discussion.

Please complete your survey by November 14, 1994. It will be picked up at about 10 a.m. that day by a local volunteer.

For the Village of Good Life Committee

MANY THANKS FOR YOUR ASSISTANCE

COMMUNITY NEEDS AND PRIORITIES SURVEY

for
GOOD LIFE, NEBRASKA

Local sponsors of this survey are:

<u>The Good Life Village Board</u>	<u>Jim Sebastian of Sebastian's Market</u>
<u>First State Bank of Good Life</u>	<u>Zeon County Cooperative Extension</u>
<u>Art Tee of Bluffside Farms, Inc.</u>	<u>Jill Newcomer of Convenience Plus</u>
<u>Good Life Chamber of Commerce</u>	<u>Good Life Ministerial Association</u>

The Why and How of This Needs and Priorities Assessment:

This survey will provide community decision makers with information about community needs and priorities. *Your opinion is needed so please complete and return this survey form to the person who returns to pick it up.* As you respond to this survey, please keep these ideas in mind:

- Carefully read and respond to each statement before going on to the next one.
- For each statement, mark *one* response in each group of columns:

Under "Presently" place an "X" in the column that best represents your opinion of the present situation: "Very good," or "OK to good," or "Poor to N.A." (Poor or Not Available). *Mark only one column.*

Under "Improve When?" place an "X" in the column that best describes your preferred timing for improvement. "Not needed," means that the item or service does not need to be improved, or that it is not needed at all. *Mark only one column.*

Under "Priority" place an "X" in the column that describes *your* priority: "High," or "Medium," or "Low/none." *Mark only one column.*

Please take care in marking your responses. Be careful to mark the correct row and column so your survey responses can be accurately recorded in the survey tabulations.

Please complete your survey by November 14, 1994. It will be picked up that day by a local volunteer.

MANY THANKS FOR PROMPTLY COMPLETING THIS SURVEY

For each statement, mark **one** ♦
response in each group of columns

COMMUNITY APPEARANCE:

	Presently?			Improve When?				Priority?		
	Very good	OK to good	Poor or N.A.	Not needed	Do this year	In 2-3 years	In 4-5 years	High	Medium	Low/none
Town entrance(s) are attractive and well kept										
Business signs and window displays are up-to-date and attractive										
Business district is attractive and clean with well-kept trees, flowers, and shrubs										
Downtown buildings have complementary style										
Run-down business areas are being renovated										
Trash disposal containers are well-located, well-kept, and regularly emptied										
STREETS, SIDEWALKS, SIGNS, & LIGHTING In the business district:										
Streets are surfaced and well-maintained										
Streets and intersections are well-lighted										
Stop sign/traffic lights are properly located										

For each statement, mark one ♦
response in each group of columns

STREETS, SIDEWALKS, SIGNS, & LIGHTING
In the business district: (cont.)

Curbs are sound and of suitable height

Sidewalks are smooth, well-drained, and safe

Streets and parking areas are well-drained

Crosswalks have wheelchair cutouts and ramps

Customer parking is adequate at all times

Snow and ice are cleared quickly after storms

EXPANDING THE LOCAL ECONOMIC BASE:

Residents share in promoting the community

Businesses work together to promote community

Businesses help organize and sponsor promotions

Presently?

Improve When?

Priority?

Very good
OK to good
Poor or N.A.

Not needed
Do this year
In 2-3 years
In 4-5 years

High
Medium
Low/none

14

18

19

For each statement, mark **one** ♦
response in each group of columns

EXPANDING THE LOCAL ECONOMIC BASE: (cont)

	Presently?			Improve When?				Priority?		
	Very good	OK to good	Poor or N.A.	Not needed	Do this year	In 2-3 years	In 4-5 years	High	Medium	Low/none
Businesses support the local Business Club										
The funding base of the Business Club is growing										
Businesses and Club maintain regional linkages										
Business Retention and Expansion study completed										
Local businesses are seeking expanded markets										
Lenders provide credit for business expansion										
Community economic development plan completed										
Community goals identified and widely shared										
Action plans for goal attainment compiled										
Action committees implementing action plans										

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For each statement, mark **one** ♦
response in each group of columns

SMALL-SCALE ENTREPRENEURSHIP:

Farmers Market is held weekly during the summer

Craft Fairs and Markets are held periodically

Entrepreneurs's products featured in local stores

Experienced business owners serve as mentors for small-scale entrepreneurs

Micro-loan association with loanable funds functioning

Lenders supply micro-loans for promising ventures

Chamber (Club) hosts periodic management workshops

Active promotion of entrepreneurship underway

COMMUNITY TOURISM DEVELOPMENT:

Community provides low or no-cost campground

Presently?

Improve When?

Priority?

Very good

OK to good

Poor or N.A.

Not needed

Do this year

In 2-3 years

In 4-5 years

High

Medium

Low/none

For each statement, mark **one** ♦
response in each group of columns

COMMUNITY TOURISM DEVELOPMENT: (cont.)

	Presently?			Improve When?				Priority?		
	Very good	OK to good	Poor or N.A.	Not needed	Do this year	In 2-3 years	In 4-5 years	High	Medium	Low/none
Campground is clean, attractive, with shaded sites										
Campground has good water, restrooms, security										
Information center publicizes local attractions										
Signs announce public restrooms for travelers										
Residents make special effort to welcome tourists										
Tourist facilities meet tourist interests and needs										
Community holds special events to attract visitors										
Local scenic, historical, cultural points of interest publicized through signs and promotional materials										
Local businesses informed and promote local attractions										
Community has a long-term commitment to tourism										
Motels and restaurants encourage extra night visits										

18

26

[illegible]

Appendix B

Customizing A Needs Assessment

Sample Cover Letters and Cover Pages

There are two example cover pages and two example cover letters— a set for door-to-door distribution and a set for mail distribution. Choose the set that agrees with your plan. For more information on using these materials, refer to pages 5, 6 and 7.

EXAMPLE COVER LETTER FOR NEEDS ASSESSMENT

(Use this letter if the survey will be hand delivered and picked up.)

Mailing Date _____

Dear _____:

The sponsors of this survey are helping to identify community needs and priorities. The survey responses will help determine the nature of community improvement efforts and influence decisions that shape the future of our community and its people.

Survey sponsors are listed on the cover of the survey form. We would appreciate your help by completing the survey. *Your opinions are an important part of the survey responses.* As you complete the survey, please keep these ideas in mind:

- Read the cover page carefully *before* recording your responses on the survey form.
- Carefully read and respond to each statement before going on to the next one.
- For each statement, mark *one* response in *each* of the three groups of columns.

Please take care when entering your responses. *Be careful to mark the correct row and column so your survey responses can be accurately recorded in the survey tabulations.*

Survey responses will be tabulated by _____, 19____, and a report will be available very soon after that date. A report of the survey results will be made at a public meeting held on _____, 19____, at the _____ in _____.

We hope you will attend to take part in the discussion.

The deadline for returning your survey is _____, 19____.
Please return your completed survey form in the enclosed addressed and stamped envelope. In event the envelope is lost, mail your completed survey to:

For the sponsors & survey committee

MANY THANKS FOR YOUR ASSISTANCE

EXAMPLE COVER LETTER FOR NEEDS ASSESSMENT

(Use this letter if the survey will be mailed to residents and returned by mail.)

Delivery Date _____

Dear _____:

The sponsors of this survey are helping to identify community needs and priorities. The survey responses will help determine the nature of community improvement efforts and influence decisions that shape the future of our community and its people.

Survey sponsors are listed on the cover of the survey form. We would appreciate your help by completing the survey. *Your opinions are an important part of the survey responses.* As you complete the survey, please keep these ideas in mind:

- Read the cover page carefully *before* recording your responses on the survey form.
- Carefully read and respond to each query before going on to the next one.
- For each statement, mark *one* response in *each* of the three groups of columns.

Please take care when entering your responses. *Be careful to mark the correct row and column so your survey responses can be accurately recorded in the survey tabulations.*

Survey responses will be tabulated by _____, 19____, and a report will be available very soon after that date. A report of the survey results will be made at a public meeting held on _____, 19____, at the _____. We hope you will attend to take part in the discussion.

Please complete your survey by _____, 19____. It will be picked up on that day by a local volunteer.

For the sponsors & survey committee

MANY THANKS FOR YOUR ASSISTANCE

COMMUNITY NEEDS AND PRIORITIES SURVEY for

(community name)

Local sponsors of this survey are:

_____	_____
_____	_____
_____	_____
_____	_____

The Why and How of This Needs and Priorities Assessment:

This survey will provide community decision makers with information about community needs and priorities. *Your opinion is needed so please complete and return this survey form to the person who returns to pick it up. As you respond to this survey, please keep these ideas in mind:*

- Carefully read and respond to each statement before going on to the next one.
- For each statement, mark *one* response in each group of columns:

Under "Presently" place an "X" in the column that best represents your opinion of the present situation: "Very good," or "OK to good," or "Poor or N.A." (Poor to Not Available). *Mark only one column.*

Under "Improve When?" place an "X" in the column that best describes your preferred timing for improvement. "Not needed" means that the item or service does not need to be improved, or that it is not needed at all. *Mark only one column.*

Under "Priority" place an "X" in the column that describes your priority: "High," or "Medium," or "Low/none." *Mark only one column.*

Please take care when marking your responses. Be careful to mark the correct row and column so your survey responses can be accurately recorded in the survey tabulations.

The deadline for returning your survey is _____, 19____.
Please return your completed survey form in the enclosed addressed and stamped envelope. In the event the envelope is lost, mail your completed survey to:

MANY THANKS FOR PROMPTLY RETURNING THIS SURVEY

COMMUNITY NEEDS AND PRIORITIES SURVEY for

(community name)

Local sponsors of this survey are:

_____	_____
_____	_____
_____	_____
_____	_____

The Why and How of This Needs and Priorities Assessment:

This survey will provide community decision makers with information about community needs and priorities. *Your opinion is needed so please complete and return this survey form.* As you respond to this survey, please keep these ideas in mind:

- Carefully read and respond to each statement before going on to the next one.
- For each statement, mark *one* response in each group of columns:

Under "Presently" place an "X" in the column that best represents your opinion of the present situation: "Very good," or "OK to good," or "Poor or N.A." (Poor to Not Available). *Mark only one column.*

Under "Improve When?" place an "X" in the column that best describes your preferred timing for improvement. "Not needed" means that the item or service does not need to be improved, or that it is not needed at all. *Mark only one column.*

Under "Priority" place an "X" in the column that describes your priority: "High," or "Medium," or "Low/none." *Mark only one column.*

Please take care when marking your responses. Be careful to mark the correct row and column so your survey responses can be accurately recorded in the survey tabulations.

Please complete your survey by _____, 19____. It will be picked up that day by a local volunteer.

MANY THANKS FOR PROMPTLY COMPLETING THIS SURVEY.

Demographic and Related Information

As the final portion of this survey, we ask for some information about you and other members of your household. The information you provide will be kept confidential by combining it with information from others and reporting only the totals, averages, or frequency tabulations. No information specific to any individual will be released.

Information from this part of the survey will be used to meet data requirements for grant applications — particularly applications for funding of housing improvements and applications for Community Development Block Grants. Thank you for responding to these questions:

1. Please indicate how long you have lived in this community by marking one answer:
☐ Less than 5 years ☐ 10 - 24 years ☐ 40 - 59 years
☐ 5 - 9 years ☐ 25 - 39 years ☐ 60 years or more
2. Please indicate how long you have lived in your present home by marking one answer:
☐ Less than 5 years ☐ 10 - 24 years ☐ 40 - 59 years
☐ 5 - 9 years ☐ 25 - 39 years ☐ 60 years or more
3. Do you ☐ own your present home, or ☐ rent your present home? (mark one)
4. Please indicate how long ago your present home was built by marking one answer:
☐ Less than 5 yrs ☐ 10 - 24 years ☐ 40 - 59 years ☐ Don't know
☐ 5 - 9 years ☐ 25 - 39 years ☐ 60 years or more
5. Please indicate the number of persons living in your home by marking one answer:
☐ 1 person ☐ 3 - 5 persons
☐ 2 persons ☐ more than 5 persons
6. Please write in the number of persons living in your home that are:
☐ Under 18 years old ☐ age 40 - 65 years
☐ age 19 - 30 years ☐ over 65 years old
7. What is the highest level of education attained by each person living in your home? (Mark one response in each column for up to four adults who live in your home.)

First Person	Second Person	Third Person	Fourth Person
<input type="checkbox"/> 8 yrs. or less	<input type="checkbox"/> 8 yrs. or less	<input type="checkbox"/> 8 yrs. or less	<input type="checkbox"/> 8 yrs. or less
<input type="checkbox"/> Some High Schl	<input type="checkbox"/> Some High Schl	<input type="checkbox"/> Some High Schl	<input type="checkbox"/> Some High Schl
<input type="checkbox"/> High Schl Grad	<input type="checkbox"/> High Schl Grad	<input type="checkbox"/> High Schl Grad	<input type="checkbox"/> High Schl Grad
<input type="checkbox"/> Some College	<input type="checkbox"/> Some College	<input type="checkbox"/> Some College	<input type="checkbox"/> Some College
<input type="checkbox"/> College Grad	<input type="checkbox"/> College Grad	<input type="checkbox"/> College Grad	<input type="checkbox"/> College Grad
8. Of what gender is each of the persons living in your home? (Respond for up to 4 persons.)

First Person	Second Person	Third Person	Fourth Person
<input type="checkbox"/> F <input type="checkbox"/> M	<input type="checkbox"/> F <input type="checkbox"/> M	<input type="checkbox"/> F <input type="checkbox"/> M	<input type="checkbox"/> F <input type="checkbox"/> M
9. What was your total household income last year? (Please mark one category.)

<input type="checkbox"/> less than \$8,000	<input type="checkbox"/> \$12-19,999	<input type="checkbox"/> \$30-39,999
<input type="checkbox"/> \$8-11,999	<input type="checkbox"/> \$20-29,999	<input type="checkbox"/> \$40,000 or more

Page _____ of _____ pages

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Appendix C

Customizing A Needs Assessment

Statements and Blank Forms

ORIGINALS FOR PHOTOCOPIING

For each statement, mark **one** ♦
response in each group of columns

	Presently?			Improve When?				Priority?		
	Very good	OK to good	Poor or N.A.	Not needed	Do this year	In 2-3 years	In 4-5 years	High	Medium	Low/none
[REDACTED]										
[REDACTED]										
[REDACTED]										
[REDACTED]										
[REDACTED]										
[REDACTED]										
[REDACTED]										
[REDACTED]										

ORIGINALS FOR PHOTOCOPIING

For each statement, mark **one** ♦
response in each group of columns

	Presently?			Improve When?				Priority?		
	Very good	OK to good	Poor or N.A.	Not needed	Do this year	In 2-3 years	In 4-5 years	High	Medium	Low/none
[REDACTED]										
[REDACTED]										
[REDACTED]										
[REDACTED]										
[REDACTED]										
[REDACTED]										
[REDACTED]										
[REDACTED]										

COMMUNITY APPEARANCE:

Town entrance(s) — appearance and maintenance

Signs identifying roads, streets, and points of local interest — appearance & readability

Business signs and window displays — appearance and appropriateness

Business district trees, flowers, and shrubs — appearance and level of maintenance

Style of downtown buildings — compatibility

Renovation of run-down business areas

Trees & shrubbery in public areas — quantity & quality

Community cleanup days — timing & effectiveness

Flies & wasps in trash containers — level of control

Trash disposal containers — location, maintenance, and frequency of emptying

“Help Day” volunteers assist persons in maintaining their homes or other property

Community service clubs carry out community improvement projects

Residential areas — appearance & attractiveness

Residential areas — cleanliness and free of trash

Condition of homes — maintenance & appearance

Street signs in place in all residential areas

Street signs — attractive and readable by drivers

Renovation of run-down areas and homes underway

PUBLIC BUILDINGS-CITY HALL, SCHOOLS, ETC.:

Public buildings — convenience of locations

Parking for public building users — convenience

Public buildings condition — appearance/maintenance

Public building architecture complements other property

Public buildings provide a good working environment for public employees

Design of public buildings for present uses

Accessibility of public buildings — especially for elderly and persons with disabilities

PUBLIC PARKS AND GREEN AREAS:

Number of parks and green areas

Size and usability of parks and green areas

Location of parks and green areas

Grass, trees, shrubs, buildings, & equipment

Fences, picnic tables, benches, grills, etc.

Ball fields, game equipment, playground equipment

Watering of parks and green areas — quantity & timing

Mowing of grass and control of weeds — adequacy

Trash containers — insects and emptying of trash

Walking paths — smoothness and safety

Bike paths — smoothness, safety, free of barriers

Walking paths — walking surfaces condition

Swimming pool — level of improvements

Swimming pool — condition of improvements

Swimming pool — adequacy for competition swimming

STREETS, SIDEWALKS, SIGNS, LIGHTING:

In the business district:

Condition of streets — surfaces & drainage

Condition of streets — maintenance

Streets and intersections lighting

Location & condition of signs & traffic lights

Soundness, height, and completeness of curbs

Sidewalks — smoothness, drainage, and safety

Parking areas — smoothness and drainage

Wheelchair cutouts and ramps at crosswalks

Store entrances — wheelchair accessibility

Business district parking - adequacy

Snow & ice removal — speed and completeness

In residential areas:

Streets — smoothness and surfacing

Sidewalks — presence and condition

Location of signs & traffic lights — appropriateness and completeness of coverage

In residential areas (continued):

Location and readability of street signs

Lighting of streets & intersections

Drivers ability to see at intersections — adequacy

Maintenance of streets, curbs, and drains

Maintenance of trees, shrubs, & flowers — adequacy

Readability from street of home address numbers

Throughout the community:

Traffic flow — adequacy and accident frequency

Pedestrian crossings — suitability and safety

Visitors can find business & home addresses

Visibility of railroad crossing markers/signals

Smoothness & lighting of railroad crossings

Marking of streets that link to highways

COMMUNITY UTILITIES, SERVICES, ETC.:

Water supply — quality, safety, and taste

Capacity of wells, pumps, & storage — adequacy

Capacity of water distribution system (mains/lines)

Maintenance of water distribution system — adequacy

Water supply for businesses & homes — adequacy

Water system capacity for fire protection needs

Sewer system & pumping stations — capacity/suitability

Sewage treatment plant or lagoon — suitability

Effluent disposal — legality & appropriateness

Sewage treatment operations — suitability and adequacy

Telephone service — reliability throughout community

Telephone voice communications — quality of sound

Telephone signal — suitability for telecommunications

Electric service — reliability throughout community

Electric service outages — speed of repair

Voltage of electricity supplied — level & consistency

Solid waste (garbage) hauling — availability & legality

Solid waste transfer/disposal — availability & legality

Cost of solid waste disposal — appropriateness of cost

Recycling system and/or facilities — adequacy

Yard waste & trash pickup & disposal — adequacy

Landfill site and operations — suitability & adequacy

Cemetery location & access road — suitability/condition

Cemetery maintenance — appearance and attractiveness

Parcel delivery service -- availability & adequacy

Parcel delivery service -- timeliness

Mail deposit boxes -- location and number

Mail delivery boxes -- location and number

Mail delivery times -- appropriateness

HEALTH CARE PERSONNEL & SERVICES:

Physician(s) practice in community or nearby

Physician's assistant(s) in community or nearby

Dentist(s) practice in community or nearby

Optometrist(s) practice in community or nearby

Chiropractor(s) practice in community or nearby

Psychologist(s) practice in community or nearby

Pharmacist(s) practice in community or nearby

Nurse practitioners serving in community

Nurses and nursing care in community

Paramedics &/or emergency medical services

Social worker with agency linkages or support

Family counselor & family counseling services

Drug counselor/counseling services in community

Medical technicians & lab services in community

Dietitian and dietetic services in community

Pharmacy with regular & emergency service

Nursing home with care for elderly & infirm

Satellite clinic open one or more days/week

Out-patient or satellite clinic open daily

Emergency room service daily

Full service hospital with emergency care

Medical laboratory providing routine lab services

Physical therapy unit with licensed personnel

Counseling Center with qualified personnel

HEALTH CARE PROGRAMS & SERVICES:

Pre-natal clinics for expectant parents

Nutrition education for expectant mothers

Neo-natal and/or well-baby clinics

Child or school immunization program

County health nurse or school nurse

Meals and nutrition education for children

"Meals on Wheels" or other meal programs for adults, the elderly, and shut-ins

Adult influenza immunization (flu shot) program

Mental health clinic or other counseling source

Alcoholism prevention/treatment program

Substance abuse (drug) prevention program

Substance abuse (drug) treatment program

Rides to secure health care services for those without personal transportation

Local access to Social Services programs

Local access to Social Security Administration staff

COMMUNITY HEALTH PROGRAMS & SERVICES:

Non-local Rescue Squad on call to provide assistance

Local ambulance with personnel & emergency equipment

Locally-based fully-trained & equipped Rescue Squad

Rescue squad vehicle, fully equipped

Helicopter ambulance w/personnel & equipment

Scuba Diving equipment for underwater searches

Search & rescue equipped vehicle, boat, airplane

Hazardous materials protection equipment

Personnel trained to handle hazardous materials

Temporary storage for hazardous materials

Animal control program — domestic animals/pets

Animal control program — rodents, skunks, etc.

Insect control program — outdoor insects

Insect control program — indoor insects

HOUSING:

Lawn care service — mowing & watering & other care

Snow removal — business, residential, streets, walks

Local home builders and contractors

Local home repair & remodeling contractors

Local skilled tradesmen (painters, plumbers, electricians, carpenters) for repair or new construction

Electric, water, & sewer systems with capacity to expand

Zoning & building codes adopted and enforced

Minimum housing codes adopted and enforced

Home equity lending to homeowners

Home mortgage lending to home buyers

Construction lending to builders

Housing authority established and active

Rental lots for mobile homes

Apartments and/or duplexes available for rent

Good single-family homes available for rent

Low-income public housing rentals

Care-free housing for elderly (single or married)

Lots for mobile homes offered for sale

Lots for factory-built (modular) homes offered for sale

Good single-family homes for sale

Subdivisions or new lots with all utilities for sale

EXPANDING THE LOCAL ECONOMIC BASE:

Industrial Development Corporation in place & working

Industrial development director on the job

Industrial park with developed sites

Developed sites outside industrial park

Owners with "Build to Suit" industrial/business sites

Unimproved property available for expansion

All utilities available at industrial sites

Appropriate zoning & building codes adopted

Vacant existing industrial buildings

"Shell" building constructed on speculation

Business incubator with multiple small sites

Residents actively promote community

Businesses work together to promote community

Businesses help organize & sponsor promotions

Businesses support local Business Club/Chamber

Funding base of local Club/Chamber is expanding

Businesses/Club/Chamber maintain regional linkages

Lenders provide credit for business expansion

Lenders provide linkage to SBA, NIFA, & FmHA

Community goals identified & widely known

Community/economic development plan completed

Community/economic development action plans compiled

Committees or groups implementing action plans

Business Retention & Expansion study completed

Fire protection at industrial/business sites (sites)

Police protection at industrial/business sites

Solid waste disposal system serves sites

Water supply available at developed sites

Water system capacity for 25% load increase

Sewer available at developed sites

Sewers/treatment capacity for 25% load increase

Electricity available at developed sites

Electric system capacity for 25% load increase

Natural gas (NG) available at developed sites

NG system capacity for 25% load increase

Sites have adequate flood protection

Sites eligible for Flood Insurance coverage

Direct street access to sites

Major highway access at sites or nearby

Rail transportation service at sites

Truck freight service at sites

Air transportation at sites (within 10 miles)

Air transportation available within 10-30 miles

Local labor force numbers & skills identified

Labor force within 30 minutes travel time identified

Age/skills composition of local and commuting labor force is identified and documented

Community able to accept population growth if labor force increases by 25%

COMMUNITY SERVICES:

News/information through local newspaper

News/information thru statewide newspaper

Newspaper delivered throughout residential areas

Direct television reception (without cable)
Television reception through cable system
Radio reception — local station
Radio reception — nonlocal stations
Taxi service in community and local area
Periodic bus/van service to other communities
Daily bus/van service to other communities
Volunteers provide rides as needed
Regular organized "share a ride" transportation
Truck freight service with regular schedule
Rail freight service with regular schedule
Parcel service &/or overnight delivery service
Local public library
Access to nonlocal library (libraries)
Local planning and zoning adopted & enforced
Zoning administered through a local office
Local police force or other local law enforcement
Nonlocal law enforcement assistance & services

Local or nearby fire department
Rescue squad & emergency medical services
Civil Defense/emergency response system
Street cleaning, maintenance, and trash removal
Local nursing home care
Local in-home assistance with housekeeping & shopping
Local in-home personal care
Local restaurant with daily morning & noon meal service
Local restaurant with daily evening meal service

COMMUNITY OUTDOOR RECREATION:

Natural swimming hole in stream or lake
Swimming pool — minimal improvements
Baseball/softball fields — minimal facilities
Track meet facilities with dirt track
Tennis courts — minimal improvements
Volleyball courts — minimal improvements
Walking paths — cleared, but not all-weather

Swimming pool with dressing rooms & showers
Lighted baseball/softball diamonds
Lighted tennis courts with windbreak fences
Lighted volleyball courts with windbreak fences
Summer-only golf course in community or nearby
Good-weather golf course in community or nearby
Track meet facilities with improved track
Walking paths — all-weather surfaced
On-street or along-road bike paths/trails
Bike paths/trails off-streets or roads
Hiking trails and/or nature trails — cleared
Motor bike trails or thrill rides
Go-cart or mini-bike track
Snowmobile trails or rides for seasonal use
Trails for recreational horseback riding
Track for horseback competitions/games
Lighted & equipped rodeo grounds
Lake/stream with canoeing and/or boating

Lake or in-stream fishing

COMMUNITY INDOOR RECREATION:

Community coffee shop (informal meeting place)
Basketball floor and seating (gymnasium)
Boxing and/or wrestling arena
Community recreation center
Senior citizen center
Teen recreation center or teen hangout
Billiard or pool hall accessible by youth
Recreation center with cards & table games
Bowling alley
Roller skating or ice skating rink
Handball/racquetball courts
Movie theater
Theater for live stage productions
Dance hall with regular dances — for all ages
Dance hall with regular dances — for adults only

Billiard/pool tables not accessible by youth

Bingo hall

Indoor arena --- horseback riding/competitions

Casino with legal gambling

SELF-DEVELOPMENT OPPORTUNITIES:

Church, organization, club self-study groups

Evening adult classes in local school

Community college classes at local site

Skill-building thru Extension workshops/lessons

Dance studio with instruction

Indoor arena --- horseback riding instruction

Location with facilities & arts & crafts instruction

COMMUNITY TOURISM DEVELOPMENT:

Community provides low/no-cost campground

Campground is clean, attractive, with shaded sites

Campground has good water, restrooms, security

Information center publicizes local attractions

Signs announce public restrooms for travelers

Residents make special effort to welcome visitors

Tourist facilities meet tourist interests and needs

Community holds special events to attract visitors

Local scenic, historical, cultural points of interest
publicized thru signs & promotional materials

People in businesses with direct tourist contacts know
about and promote local attractions

Community has made long-term commitment to tourism
development

Motels & restaurants encourage extra night visits

Businesses work together in promoting tourism

Community has & uses tourism development plan

Area communities jointly promote tourism

SMALL-SCALE ENTREPRENEURSHIP:

Farmer's Market is held weekly during summer

Craft Fairs & Markets are held periodically

Entrepreneur's products featured in local stores

Experienced business owners serve as mentors

Micro-loan association with loanable funds is functioning

Lenders supply micro-loans for sound ventures

Chamber hosts periodic management workshops

This page is for additional important topics:
